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THE CHANGE OF THE ORGANIZATIONAL CULTURE IN HOTELS IN MONTENEGRO

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Abstract:

Organizational culture is a topic that has received a great deal of attention in the scientific literature. All the influences that an organization is exposed to over the course of its lifetime, whether coming from the outside or from the inside, also reflect on its culture, exposing it to minor or major changes.The primary goal of this research paper is to determine the character of dominant models of organizational culture in the tourism and hospitality sector of Montenegro, as well as the dynamics of changes in organizational culture in the considered research period.Research Methods: A random sample was used for research purposes. When it comes to the research techniques we used a survey technique, and within the aforementioned technique we used a survey questionnaire, more precisely modified Cameron's and Quinn's questionnaire (OCAI) for the diagnosis of organizational culture. The questionnaire was modified to obtain information on cultural changes that have occurred in the past.The results of the research indicate that the largest number of hotel and catering companies in Montenegro had the organizational culture of the clan 5 years ago, while the current situation shows that the present organizational culture in the hotel and catering companies

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in Montenegro is a culture of hierarchy. We believe that the results of this research will provide the basis for understanding different types of organizational culture in hotel and catering companies in Montenegro, which will contribute to the creation of knowledge that can be used by managers of tourism companies in Montenegro and thus achieve a competitive advantage and better business performance.

Keywords: organizational culture, types of organizational culture, change of organizational culture, hotels, Montenegro

INTRODUCTION

In the conditions of fierce competition in the market, the survival and development of tourism enterprises depends primarily on the ability to constantly monitor changes in the environment and to adapt appropriately to global trends.In order to adequately meet the demands of the changing and uncertain environment in which they operate, hotel and restaurant businesses need to develop the ability to adapt and respond easily and quickly to changing business conditions. In this context, organizational culture is a particularly important element of the ability of tourism enterprises to change and adapt to changes in the environment.

Organizational culture embraces different concepts, values, and ideas, and may contain values that promote stability and conservatism, and may also support flexibility and change (Janićijević 2011, 164–167).

Organizational culture determines all decisions in the company, including decisions about change, and largely reflects and determines the attitude of management on openness, propensity for change, risk, etc. Therefore, the modeling of the culture that enables and supports openness to changes in

the organization is imposed as a significant requirement of modern business. Integration activities in the tourism sector of Montenegro, the entry of multinational hotel corporations, recognizable brands, with a dominant share of foreign capital, lead to changes in the organizational culture in Montenegrin hotels. The presence of multinational hotel chains reflects a part of the national culture from which they originated (Hofstede 2001, 9), and a change in the assumptions, values, norms and attitudes upon which tourism businesses in Montenegro used to be based. Tourism companies have been taken over by larger, organized and formalized companies, which leads to a change in organizational culture and this should be explored.

In Montenegro, researches of this type are very rare, and their lack is especially felt in the area that we can freely consider the main branch of the Montenegrin economy, and that is tourism and hospitality.

Therefore, there is a real need to fill these apparent gaps in the study of organizational culture in Montenegro, both from a practical and scientific point of view. It is significant in all branches of the Montenegrin economy, but, as the tourism sector has as a driving force for the development of the local economy, organizational culture has its highest importance in this sector. We consider this fact an important argument for the justification of research that could offer a scientific basis for properly understanding the role of organizational culture in shaping the business strategy of Montenegrin hotels.

1. THE ROLE AND IMPORTANCE OF ORGANIZATIONAL CULTURE

Most management authors define organizational culture as a complex system of shared values that members of an organization use in their actions and activities (O'Reilly, Charles, Jennifer Chatman, and David F. Caldwell. 1991, 487–516). Values such as community, creativity, performance

and efficiency act as a foundation for an organization's culture, which creates its identity and separates it from the competition (Denison 1984, 4–22; Sorensen 2002, 70).

For Edgar Schein, organizational culture is: "a pattern of common underlying assumptions that a given group invented, discovered, or developed by learning how to solve problems of external adaptation and internal integration that work well enough to be considered valid and, as such, transferred to new members as the correct way of perceiving, thinking, and feeling in relation to these problems" (Schein 1983, 1–2). According to Schein, the basic assumptions are the deepest subconscious layer of the cognitive content of organizational culture, on which all other layers rest. Schein's definition is also generic - it explains that fundamental assumptions are created in the process of solving the problems of external adaptation and internal integration, ie. adapting to the environment and building strong and stable interpersonal relationships, and that successful solutions are further passed on to the new members of the organization as a pattern of properly perceiving, thinking and emotionally experiencing the organization.

Organizational culture arises and develops itself with the development of the organization itself. Among the authors who study organizational culture, there is consensus on explaining the process of the emergence of culture, in which a cognitive approach prevails, shaped by Edgar Schein (Schein 1985, 24) in his work „Organizational Culture and Leadership" in 1985. According to his opinion, organizational culture arises in the process of group problem solving,that members of one group or organization are faced with.

A review of numerous theoretical and empirical works aimed at identifying the content of organizational culture shows that this content can be structured into two large and heterogeneous groups of components: cognitive and symbolic (Schein 2004, 31). The cognitive elements of organizational culture include the cognitive structures of organizational members with their elements: assumptions, values, attitudes, norms (Balthazard, Cooke & Potrer

2006 according to Janićijević 2013, 41), while symbols represent a visible part of organizational culture - one that can be heard, seen or feelt and which manifests, represents and communicates the meanings produced by the cognitive elements of culture (Frost, Moore, Louis, Lundberg & Martin 1991, 243–253).

The typology of organizational culture involves its classification according to the common characteristics of the numerous varieties in which it is present in practice. Quinn and Cameron (Cameron & Quinn 1999, 35) classify organizational culture as a culture of clan, hierarchy, market, and adhocracy. Clan culture is characterized as an organization that is a very friendly place for its members, as an extended family. The culture of the hierarchy is characterized as a strictly formalized and structured environment aimed at maximizing its efficiency. Adhocracy culture is characterized by an entrepreneurial spirit and innovation in problem solving, while market culture is characterized by an orientation towards achieving the best possible result (Cameron & Quinn 1999, 37–45).There is, however, an important difference in the culture of the market compared to the culture of the hierarchy, in which control and stability are particularly emphasized. Namely, while in organizations with a hierarchy culture, stability and control are achieved through rigid formalism of rules, standard procedures and centralized decisions, market-oriented organizations are much more flexible because they have to adapt to the prevailing market conditions (De Witte & Van Muijen 1999, 497–502).

The need for a permanent study of organizational culture finds its full justification in the fact that its role is crucial in shaping an efficient and flexible organization(Alvesson 2002, 80). Organizational culture is one of the key factors for understanding both organization and change affecting businesses (McLennan 1989, 169–200). Sustainable changes in the company are possible only through lasting changes in the behavior of employees and managers, whose preconditions are changes in their values, norms and attitudes - changes in the whole organizational culture (Beer & Walton 1987, 339–367).

In the literature, the process of changing organizational culture is most often characterized as a long-term one, and most authors take a period of 3 years as a minimum time required for a change. However, Scholz considers that it takes 5-15 years to change organizational culture (Scholz 1987, 86, 78–87). Janićijevic does not share such estimates, but rather selectively considers the time dimension of the organizational culture change process, which depends on the size of the organization in which the change takes place, as well as the scope and depth of change. He believes that in small organizations, the change can take place in just a few months, and that in the case of large corporations, it can take years.

Unfortunately, in the business practices of the former Yugoslav republics and now independent states, these studies are limited to only a few researchers who are continuously addressing this issue. However, these relatively few research papers conducted by domestic researchers are mostly dominated by a generalized approach to the problems of organizational culture, while the study of its role and influence in certain specific areas of organizational life is also reduced to a small number of research papers. Zaric and Babic (2017), reviving the interest in entrepreneurship, underline the importance of self-management tradition in ex Yugoslavia for creating sharp organizational differences with other communist countries. According to these authors, because of the strong self-management tradition, workers in Serbia today are still showing more incentives and more activities in the process of bettering the companies' performances (Zaric & Babic 2017). Cross cultural variations, differences between organizational models of behavior of German and Serbian students of economics, were discussed in the recent study of Zaric and Babic (2017). The authors analyzed how differences in the cultural models of the two countries affect the decision making of a student of economic sciences.

The scientific purpose of the research is to get answers to the following questions: whether and to what extent did the organizational culture change during the period under study, which type of organizational culture

was predominant before, and which is dominant now in hotel and catering companies in Montenegro.

2. THE TRANSITION OF THE TOURISM SECTOR OF MONTENEGRO

The current structure of the tourism sector in Montenegro is the product of a transition process from a system of socialist self-management to a system of market economy. The biggest change in this process occurred in the ownership and organizational structure of tourism enterprises, which were transformed from self-governing socially owned work organizations into various forms of private companies with participation of domestic and foreign capital. Although, there were examples of successful tourism companies in the then socialist economy of Montenegro (city-hotel Sveti Stefan, Ulcinj's Ada Bojana, hotel complex in Bečići), too much state interference and politics in the economy, bureaucratization, advancement along the political party line, the insufficient knowledge and appreciation of market laws, the treatment of social property in the spirit of the maxim of "everyone-ness" led to the socialist self-government generally proving to be an unsuccessful experiment (Ratković 2009, 129–131).The collapse of the common state, followed by the international isolation and the imposition of economic sanctions on its successor - the Federal Republic of Yugoslavia, and in fact Serbia and Montenegro as its sole members - has produced a general stagnation of the entire Montenegrin economy. Its mainstay, tourism, was rapidly losing its international market. Only in the period after the year of 2000, there has been a gradual recovery of tourist traffic and a period of stabilization, and Montenegro is again recognized as a safe tourist destination(Adžić and Žižić 2016, 15).

It is clear that in this period the organizational culture in tourism businesses was characterized by a high degree of demoralization, general uncertainty, latent dissatisfaction with low-income employees and fear of job

loss due to significantly reduced capacities. At the same time, it became clear that the existing organizational structure of tourism businesses and businesses could no longer meet the demands of the times.

The process of transition of social property first to statal (state funds) and then to private, resulted in a situation in which today there is a total of 423 hotels, 470 restaurants and 335 fully privately owned agencies in Montenegro (data from the Central Tourist Office records register of Montenegro). The massive voucher privatization, which officially ended in Montenegro in 2002, has led to radical changes in the ownership, management and personnel structure of existing tourism and hospitality facilities. In the following period, many new facilities were opened, whose owners, mostly new businessmen, mostly had no previous experience in the hospitality industry (Ratković 2009, 137).

This was followed by a wave of buying, leasing and building hotels with a dominant foreign capital share, so the Montenegrin hotel industry today is characterized by an increasing presence of global hotel brands such as: Aman, Best Western, CentreVille, Hilton, Iberostar, Karisma, La Roche, One & Only, Orascom, Ramada, Regent, Sheraton et al.

The presence of the global hotel brands has been increasing in recent years, as the Montenegrin Government has created an environment that is very favorable to foreign investors, such as a 9% profit tax that makes Montenegro the most competitive in the environment.In the tourism and hospitality industry, through a set of laws and regulations, significant improvements to the general and especially transport infrastructure, as well as successful promotional activities, the Government of Montenegro has taken a number of measures to encourage investment. After more than 5 years of work on the reforms of the planning process, the Government of Montenegro has proposed The Law on Amendments to the Law on Spatial Planning and Construction of Buildings on 16th May 2013, which brought shortening of the deadlines for issuing permits and lower costs to investors (Horwath 2013, 7).

From that moment, tourist establishments, 4-star hotels and tourist resorts were defined as objects of general interest, which are exempt from paying utilities. Montenegro's determination is to create a high quality tourism product. This implies an intensive improvement of quality and a significant transformation of the hotel offer and the overall infrastructure, in order to improve Montenegro's competitive position as a tourist destination.In this sense, the Government of Montenegro is interested in carefully managing the development of tourist accommodation offerings, in such a way that priority is given to the sustainable development of the accommodation capacities of recognizable brands that creates the greatest benefits for the economy, both in terms of income and employment (Horwath 2013, 7–8).

The need for more sophisticated services raises the country and its destinations' ratings. With the entry of world brands on the Montenegrin market, standards, that are very strict and structured, have been adopted, with priority given to the formalization of the process, and the effort put in in order to improve the quality of services in the tourism and hospitality industry.

Such significant changes that have occurred as a result of the privatization process, the entry of global brands and change in the ownership structure, certainly lead to changes in the organizational culture within the company, and it needs to be explored in order to see in what direction and in what way the culture has changed so far.

Accordingly, the primary objective of the research is to determine the character of dominant models of organizational culture in the tourism and hospitality sector of Montenegro, as well as the dynamics of changes in organizational culture in the considered research period.

Due to the rapid growth of the hospitality objects in the recent years and the advent of global hotel brands, we have decided to limit our research timeframe to the period of the last five years. Namely, as many as 1/3 of

Montenegrin hotels have organizational experience of less than 5 years, and extending the research period to 10 or more years would exclude from the research almost half of the hotels established during that time period.

In that sense, we established the hypothesis.

Hypothesis 1: In the process of transition of the Montenegrin economy, the dominant organizational culture of the hotel and catering companies was transformed from a clan culture into the culture of the hierarchy.

With the change of the ownership and organizational structure after the transition to market economy, we expect a culture of hierarchy, because tourism enterprises are taken over by larger, organized and formalized companies, or have fallen into the hands of private entrepreneurs, guided primarily by the desire to achieve great profitability and efficiency by applying a hierarchical management model and directives, which made it seem logical to assume that there would be a change in the cultural pattern from clan culture to hierarchy culture.

3. RESEARCH METHODOLOGY

The empirical research of this paper starts from the understanding of organizational culture and the fact that the Montenegrin economy is predominantly focused on the tourism sector, in which the tourism offer of domestic hotels and their services plays a particularly important role, which prompted us to focus our basic hypothesis on the analysis of the present trends changes in the organizational culture in these companies with the aim of determining whether and to what extent there has been a change in the organizational culture in the hotels in Montenegro.

According to the time orientation, this is a transversal study, a measurement at a single point in time, with the aim to empirically check and

analyze changes. Therefore, the first step is to identify the different types of organizational cultures that dominate the organizations under study. Then, we want to identify if there was a change in organizational culture in hotels in Montenegro in the observed research period and if there was, in what type was the organizational culture transformed.

When it comes to the research techniques, we will use the survey technique, and within the mentioned technique a survey questionnaire, more precisely, a modified Cameron's and Quinn's questionnaire (OCAI) for the diagnosis of organizational culture, was prepared. The questionnaire was modified to provide information on cultural changes that have occurred in the past. The questions relate to the dominant characteristics of the organization, leadership in the organization, people management, unity of the organization, strategic focus and criteria for success (Cameron and Quinn 2011, 28–34). Cameron's and Quinn's questionnaires belong to a group of typological questionnaires and on its basis organizational culture is classified into one of four types: culture of clan, hierarchy, market and adhocracy.

3.1. The process of defining a research sample

In the current "Rulebook on Types, Minimum Technical Conditions and Categorization of Catering Facilities" available on the Ministry of Sustainable Development and Tourism website (MORT 2018), catering establishments are classified according to the type and manner of providing catering services: (1) catering facilities for the provision of accommodation services and the preparation and serving of food and beverages; (2) catering facilities for the provision of food and beverage preparation and serving services.

The Central Registry of Business Entities (CRPS) of Montenegro has in its database a total of 1228 business entities registered under the code 5610

of the tourist industry. Businesses are categorized according to the activity they perform in three main categories: hotel companies (423), restaurant businesses (470), and businesses that operate as travel agencies (335). The subject of this study is hotel companies in the tourist economy of Montenegro, and accordingly 423 hotel companies represent the population from which the sample will be obtained.

Due to the nature of the research being conducted, which refers to the period of organizational culture change in the last five years, the relevant research companies are only those that are more than five years old and their number is: 400 hotels. In addition, as tourism is one of the prior and leading branches of the economy in Montenegro, and there is a clear difference in the representation by regions of Montenegro, the additional subject categorization by region is considered relevant for the described research subject, thus obtaining: the northern region of Montenegro 54 hotels, central region of Montenegro 82 hotels and southern region of Montenegro 287 hotels.

Regarding the intended sample size, some authors consider a sample to be 10% of the population if its size makes it possible to conduct reliable data analyzes and test the significance of differences in estimation (Kerlinger 1986, 35–37). Other authors offer formulas for calculating sample size, for the assumed level of precision, and the confidence interval. Using proportional allocation methods, the size of the sample stratum will be proportional to the size of the population stratum, thus ensuring generalization of conclusions after the research has been conducted (Bontis 1998, 63–76).

Based on these formulas, given the final population and the most commonly used precision level of 5% and the confidence interval of 95%, in this study a representative sample size is 47 hotel and catering companies, with the representation of all three regions: the northern region of Montenegro 7 hotels , the central region of Montenegro 12 hotels, and the southern region of Montenegro 28 hotels (Cochran 1977, 64;Israel, 1992 as stated in Yaman 1967, 182). Since the research is aimed at analyzing organizational

culture changes at the level of different organizations, the research is conducted on a representative sample of employees from selected organizations, while subsequent stratification of the number of employees for each company will be done based on the size of the company and the structure of jobs within the organization.

As stated in this study, we analyzed a total of 47 hotels, of which 7 were hotels in the northern region, 12 hotels in the central region and 28 hotels in the southern region of Montenegro. The sample is designed to cover 10% of the population of each region individually. Based on the parameters, we can see the disproportionate development of the tourist regions of Montenegro, as well as the disproportionate allocation of receptive capacity resources, that is, hotel and catering facilities, which indicates a significant underdevelopment of the northern and to some extent central region, while on the other hand, all tourism activity is concentrated in the southern region of Montenegro.

Table 1. presents the categorization of employees in terms of their demographics, which include age, gender, qualifications, seniority and job level.

Table 1. Categorization of employees by gender, age, qualification, seniority and job level

Age	Gender		TOTAL
	Men (%)	Women (%)	
To 25 years old	86 (50,59%)	84 (49,41%)	170 (17,78%)
From 26 to 35 years old	157 (52,33%)	143 (47,67%)	300 (31,38%)
From 36 to 45 years old	139 (46,96%)	157 (53,04%)	296 (30,96%)
From 46 to 55 years old	74 (46,83%)	84 (53,17%)	158 (16,52%)
From 56 to 65 years old	12 (37,50%)	20 (62,50%)	32 (3,35%)
Educational background			
Lower (elementary school)	6 (60%)	4 (40%)	10 (1,04%)
Secondary school	245 (53,26%)	215 (46,74%)	460 (48,12%)
Higher education	155 (43,17%)	204 (56,83%)	359 (37,55%)
University	59 (46,46%)	68 (53,54%)	127 (13,28%)
Years of service			
To 5 years	96 (47,06%)	108 (52,94%)	204 (21,34%)
From 6 to 10 years	127 (50,80%)	123 (49,20%)	250 (26,15%)
From 11 to 20 years	162 (47,93%)	176 (52,07%)	338 (35,36%)
From 21 to 30 years	65 (52,42%)	59 (47,58%)	124 (12,97%)
From 31 to 40 years	18 (47,37%)	20 (52,63%)	38 (3,97%)
More than 40 years	1 (50,00%)	1 (50,00%)	2 (0,26%)
Job level			
Manager	171 (53,27%)	150 (46,73%)	321 (33,58%)
Executive	296 (46,61%)	339 (53,39%)	635 (66,42%)
TOTAL	467 (48,85%)	489 (51,15%)	956 (100,00%)

Source: research conducted by authors

Descriptive statistics show that 467 male respondents participated in the study or 48.85% and 489 female respondents or 51.15% respectively, so we have a gender balance. Respondents who expressed their age were divided into five age groups: respondents less than 25 years old, comprising 170 respondents or 17.78% of the sample. Respondents 26-35 years old make up 31.38% of the sample, respondents 36-45 years old make up 30.96% of the sample, 46-55 years old have 16.52% of respondents, while the smallest number of respondents of 3.35% are over 65 years old age.

Regarding education, the respondents were divided into four categories: lower (primary school); medium (secondary school); higher; high education (faculty, master, doctor degree). The survey presents the highest number of respondents with secondary education and higher education: 48.12% with high school and 37.55% of respondents with higher education. Only 1.04% of the respondents had primary school education, while the rest of the respondents or 13.28% had a high school diploma or a master's or doctoral level of studies.

For the purposes of the survey, we also took into account the years of work experience of the respondents, and divided them into 6 categories: up to 5 years of work experience are 21.34% of the respondents, which due to the nature of the research we exclude from the sample. 26.15% of respondents have 5-10 years of work experience, 35.36% of respondents have 11-20 years of work experience, 12.97% of respondents have 21-30 years of work experience, 3.97% of those with work experience of 30-40 years of service, and among the respondents there were only two respondents with more than 40 years of work experience, or 0.26%.

The level of workplace included managerial and executive, of which 33.58% were managers and 66.42% of executives in the sample.

Due to the nature of the survey, we excluded employees whose work experience in the organization is less than 5 years of service, which reduces the sample to 752 respondents.

RESULTS AND DISCUSSION OF THE RESEARCH

Based on the conducted research, the results of the study indicate that the largest number of hotels in Montenegro had an organizational culture of the clan 5 years ago, while the current situation shows that the present organizational culture in the hotel and restaurant companies in Montenegro is a culture of hierarchy. The empirical part of the research reveals that there has been a change in organizational culture in Montenegrin hotel and restaurant companies. Namely, organizational culture has transformed from a clan culture into a culture of hierarchy.

Table 2. Dominant types of organizational culture in hotels and restaurants in Montenegro

1. Dominant characteristics of organization

Average	Currently	5 years ago
A	23	37
B	18	18
C	15	26
D	43	19
TOTAL	100	100

Graphic background

	Results	Currently	5 years ago
	Flexibility and discretion	14,5228619	17,32097316
B	***Adhocracy***	**18,45**	**18,37**
	External focus	11,68332576	15,29790071
C	***Market***	**14,96**	**26,31**
	Stability and control	15,73613039	15,43435125
D	***Hierarchy***	**43,43**	**18,65**
	Internal focus	21,36162896	17,49610646
A	***Clan***	**23,16**	**36,75**

2. Leadership in the organization

Average	Currently	5 years ago
A	22	52
B	15	17
C	18	14
D	45	16
TOTAL	100	100

Graphic background

	Results	Currently	5 years ago
	Flexibility and discretion	12,87749255	18,10621012
B	***Adhocracy***	**15,31**	**16,95**
	External focus	11,59743483	11,03944019
C	***Market***	**17,66**	**14,47**
	Stability and control	17,8863149	10,82155665
D	***Hierarchy***	**44,56**	**16,24**
	Internal focus	21,12486942	17,52740444
A	***Clan***	**22,47**	**52,33**

3.Employee management

Average	Currently	5 years ago
A	20	51
B	21	16
C	23	15
D	36	18
TOTAL	**100**	**100**

Graphic background

	Results	Currently	5 years ago
	Flexibility and discretion	14,37876609	17,2329561
B	***Adhocracy***	**20,67**	**16,02**
	External focus	15,50885114	10,84879384
C	***Market***	**23,36**	**14,72**
	Stability and control	19,99578493	11,5539367
D	***Hierarchy***	**35,82**	**18,36**
	Internal focus	18,1559944	19,08295315
A	***Clan***	**20,01**	**50,91**

4. Organization unity

Average	Currently	5 years ago
A	23	51
B	16	17
C	18	16
D	44	17
TOTAL	**100**	**100**

Graphic background

	Results	Currently	5 years ago
	Flexibility and discretion	13,16039983	18,14153658
B	***Adhocracy***	**15,81**	**17,18**
	External focus	11,91275582	11,55089047
C	***Market***	**18,03**	**15,57**
	Stability and control	18,02899648	11,36877452
D	***Hierarchy***	**43,52**	**16,62**
	Internal focus	21,04904005	17,69631545
A	***Clan***	**22,62**	**50,64**

5. Strategic focus

Average	Currently	5 years ago
A	19	51
B	22	16
C	17	15
D	42	18
TOTAL	**100**	**100**

Graphic background

	Results	Currently	5 years ago
	Flexibility and discretion	14,45716531	16,99345469
B	***Adhocracy***	**21,66**	**15,72**
	External focus	13,65422471	10,88105744
C	***Market***	**17,42**	**15,07**
	Stability and control	17,35690018	11,65861168
D	***Hierarchy***	**41,54**	**18,20**
	Internal focus	18,67538443	18,96926342
A	***Clan***	**19,36**	**51,00**

6. Success criteria

Average	Currently	5 years ago
A	20	51
B	16	16
C	17	17
D	47	15
TOTAL	**100**	**100**

Graphic background

	Results	Currently	5 years ago
	Flexibility and discretion	12,43778942	17,35950085
B	***Adhocracy***	**15,98**	**16,14**
	External focus	11,68873572	11,83489176
C	***Market***	**17,12**	**17,38**
	Stability and control	17,78500944	11,47122039
D	***Hierarchy***	**47,38**	**15,21**
	Internal focus	19,57912128	16,58811872
A	***Clan***	**19,56**	**51,26**

Total

Average	Currently	5 years ago
A	21	49
B	18	17
C	18	17
D	43	17
TOTAL	**100**	**100**

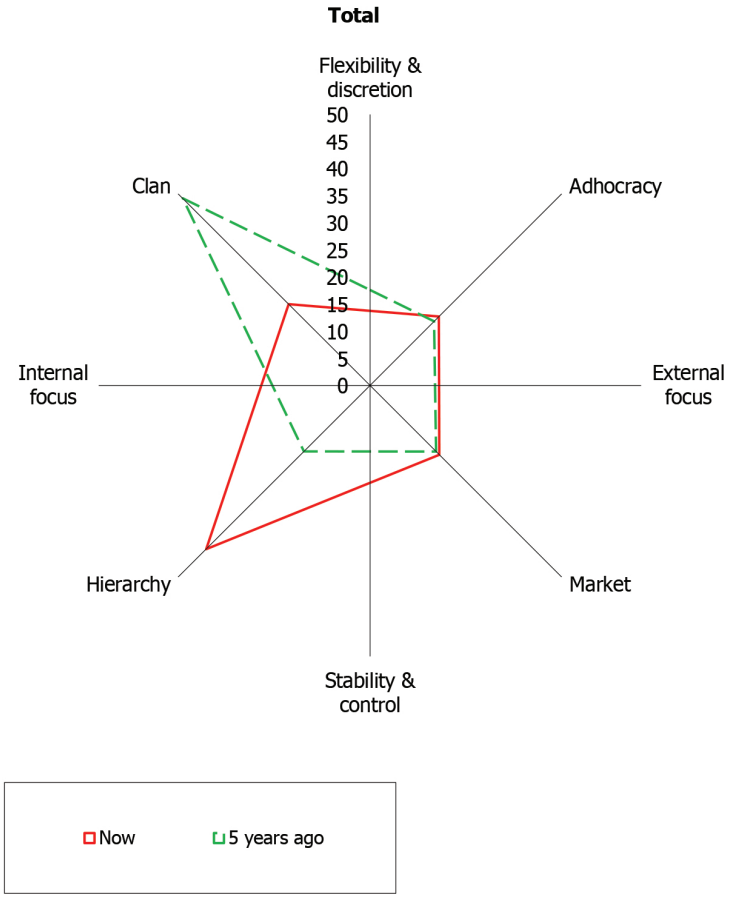
Graphic background

	Results	Currently	5 years ago
	Flexibility and discretion	13,75766639	17,62076116
B	***Adhocracy***	**17,98**	**16,73**
	External focus	12,75313784	12,01207337
C	***Market***	**18,09**	**17,25**
	Stability and control	17,97225697	12,18579045
D	***Hierarchy***	**42,71**	**17,21**
	Internal focus	20,03366248	17,9971168
A	***Clan***	**21,20**	**48,82**

Source: research conducted by authors

Table 2 presents the dominant types of organizational culture in the hotel and catering companies in Montenegro. Table 2 also represents the hotel characterization from the point of view of organizational culture change 5 years ago and now, in the following order of issues: dominant organizational characteristics, organizational leadership, employee management, organizational unity, strategic focus and success criteria.

Diagram of 2 dominant types of organizational culture in hotel and catering companies in Montenegro



Source: author's research, diagram generated from Table 2

From Table 2 we can see that the largest number of organizations five years ago had the organizational culture of the clan and the equal distribution of other types of organizational culture, while the current situation shows a change in organizational cultures in hotel and catering companies in Montenegro. The dominant type of organizational culture is now the culture of the hierarchy, followed by the culture of the clan, while the representation of the culture of adhocracy and the market is approximately equal.

From the empirical research we can conclude that the dominant type of organizational culture five years ago in hotels was clan culture. Clan culture is by definition characterized by tradition, loyalty, teamwork, personal commitment and close interpersonal relationships. That is why this culture, despite the obvious deviations in domestic practice, is most similar to the company culture inherited from the period of socialist self-management, in which workers, though often only formally, had the right to ask and decide on all important matters related to the business of the enterprise.

Montenegro's tourism economy has maintained a pattern of assumptions, attitudes, values, norms and behaviors from the period of socialist self-management, until the entry of global hotel brands. Whether because we are characterized as typical "Balkan firms" or because of the influence of national culture on organizational culture, whatever the reason, the results show that they have kept the old interpretative scheme until the tourism companies were taken over by larger, organized and formalized companies, or have fallen into the hands of private entrepreneurs, driven primarily by the desire to maximize profits.The obtained results confirm the previous literature that changes are a necessity for the growth and development of each enterprise, and as Deery and Shaw (1999, 387–400) state the survival and development of an enterprise in such conditions depends primarily on the ability to continuously monitor changes in the environment, and on adequate adaptation to those changes. The results of our research confirm that in this context, organizational culture is a particularly important element of a company's ability to change and adapt to changes in the environment.

Based on the conducted research, we can conclude that the dominant type of organizational culture in the current conditions of business in hotels in Montenegro is the culture of the hierarchy. The culture of the hierarchy is characterized by strictly formalized rules and procedures aimed at maximizing efficiency. Adherence to the best practices, controlled processes and constant monitoring is considered essential for productivity and success here. An organization with this culture is a formalized and structured place, while people are united by adherence to the same rules and procedures (De Witte & Van Muijen 1999, 497–502) formalization and efficiency characterize this organizational culture as an ideal.

Such significant changes that have occurred as a result of the privatization process, the entry of global brands and changes in ownership structure, with a dominant share of foreign capital, have led to a change in the organizational culture within the hotel and catering companies in Montenegro. These organizational changes will significantly shape new assumptions and values, that is, lead to the transition to a new model of organizational culture.

With the entry of world brands in the Montenegrin market, standards that are very strict and structuredhave been adopted, with the priority being given to the formalization of the process, and the seek to improve the quality of services in the tourism and hospitality industry, in order to create a high quality tourism product and to improve the competitive position of Montenegro as a tourist destination.

The presence of global hotel brands raises the country and destination ratings, but on the other hand, it also brings about a change in the way of doing business. First of all, there is the change in the assumptions, values, norms and attitudes on which the business of hotel and catering organizations used to rest.That further leads to changes in employee's behavior and changes in organizational practices of the past, in other words, changes in organizational culture in hotel and catering companies in Montenegro.

The obtained results confirm Hofstede's (2001, 9) dimension of national culture, that organizational behavior is clearly influenced by the cultural patterns that employees bring to the organization from their home cultures. With the entrance of world hotel brands, a part of their national culture is implemented on the organizational culture in the hotels in Montenegro, because the employees introduce patterns of thinking, feelings and behavior from their national culture into the organization.

Multinational hotel corporations, which are now present in the tourist market of Montenegro, and which operate according to the principles of the franchise and the brand they represent, have brought significant changes and new value systems in the organizational culture of Montenegrin hotels.

The need for more sophisticated services brings standards that are very strict and structured, and a clear hierarchy of process formalization, aimed at maximizing business efficiency.

Based on the conducted research, we can conclude that the hypothesis with which we started the paper was proved, that there was a change of organizational culture in hotels in Montenegro, from the culture of the clan to the culture of the hierarchy, which is an important factor for achieving competitive advantage and strengthening the position of tourism enterprises in the market.

CONCLUSION

All the influences that an organization is exposed to over the course of its lifetime, whether coming from the outside or from the inside, also reflect on its culture, exposing it to minor or major changes. While organizational cultures often evolve in predictable ways (Quinn and Rohrbaugh 1983, 363), organizations themselves face the need to change culture under the influence

of many factors: significantly changed business conditions, mergers with another organization, changes in ownership structure, new market opportunities, the need to implement a specific type of strategic or structural change, etc. Without adequate change in organizational culture, most initiatives for organizational change such as reduction of employees, transition to a new organizational structure, change of business strategy, etc. will not meet desired expectations (Cameron 1997, 4). Only through change can an organizational culture be shaped that leads to better performance of the company.

The conducted empirical research confirms and precedes the theoretical findings we have obtained by reviewing the relevant literature. It points to the fact that organizational culture is changing hard and slowly, but it is changing both spontaneously and plannedly and consciously.The process of changing organizational culture is most often realized by simultaneously weakening or eliminating some of the existing assumptions, values, norms or attitudes and incorporating new values into the existing system, but also by modifying existing cultural values (Janićijević 2013, 347). In order for organizational culture to change, it is necessary for members of the organization to abandon certain elements of cognitive content they have created about the existing organizational culture, which have become an obstacle to desired organizational change (Janićijević 2013, 483).

Organizational culture represents a significant part of the overall supply and quality offered to hotel guests. Guests recognize this on the basis of which they make the decision to stay at a given hotel, which means that organizational culture directly influences the success of the organization. In spite of the difficult, crisis times that have been prevailing in recent years and affecting all activities, especially in tourism, the employees are the supporting pillar on which the entire range of products and services is built.

According to the changed business conditions, the takeover of hotels by more organized and structured companies, it was logical to lead to the change of previous assumptions, beliefs, values, norms and attitudes that the

employees have built through the organizational practice, in other words what makes its organizational culture.

The conducted empirical research showed that there was a change in organizational culture in the hotels in Montenegro, organizational culture has transformed itself from the clan organizational culture into the organizational culture of the hierarchy, which confirmed the hypothesis we tested in this paper.

We see the contribution of this research in creating a knowledge base that could provide interested investors in the tourism sector with a detailed insight into the specific organizational culture in Montenegro's hotels.

From a practical point of view, identifying a correlation between practice and perceived organizational culture change can help tourism businesses identify their culture and identify potential options for organizational change.

Regarding the limitations of the research, the complete research was based on the examination of employees and their subjective assessments of the situation five years ago and now. Additionally, no current categorization by job and hierarchy, as well as categorization by change dynamics for each region individually, has been performed in the study, and for future work, we propose an analysis by job category and regionalization, which can certainly influence the perception of the situation and change.In addition, to complete this topic, the research should include identification of the factors that led to the change in organizational culture, since the current research is based on the assumption that the transition process led to change.

For future research, it is proposed to create a model that will quantitatively and qualitatively describe and measure change, which in turn would provide significant support in monitoring and managing the change itself.

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Rezime:

Organizaciona kultura je tema kojoj se u naučnoj literaturi pridaje veoma velika pažnja. Svi uticaji kojima je organizacija u toku svog životnog vijeka izložena, bilo da dolaze spolja ili iznutra, odražavaju se i na njenu kulturu, izlažući je manjim ili većim promjenama.

Za primarni cilj istraživanja postavili smo utvrđivanje karaktera dominantnih modela organizacione kulture u sektoru turizma i ugostiteljstva Crne Gore, kao i dinamike promjena organizacione kulture u razmatranom periodu istraživanja.

Metode istraživanja: za potrebe istraživanja korišćen je slučajni uzorak. Od istraživačkih tehnika primjenili smo tehniku anketiranja, a u okviru navedene tehnike koristili anketni upitnik, tačnije modifikovani Kameronov i Kvinov upitnik (OCAI) za dijagnozu organizacione kulture. Upitnik je modifikovan kako bi došli do informacije o promjenama kulture koje su se desile u prošlosti.

Rezultati istraživanja ukazuju da je najveći broj hotelsko-ugostitaljskih preduzeća u Crnoj Gori, prije 5 godina imao organizacionu kulturu klana, dok trenutno stanje pokazuje da je današnja organizaciona kultura u hotelsko-ugostiteljskim preduzećima u Crnoj Gori, kultura hijerarhije.

Smatramo da će ovo istraživanja moći da ponudi osnovu za sagledavanje tipova organizacine kulture u hotelsko-ugostiteljskim preduzećima u Crnoj Gori. Što doprinosi kreiranju znanja koje mogu da koriste menadžeri turističkih preduzeća u Crnoj Gori i time postignu konkurentsku prednost i bolje performanse poslovanja.

Ključne riječi: organizaciona kultura, tipovi organizacione kulture, promjena organizacione kulture, hoteli, Crna Gora

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